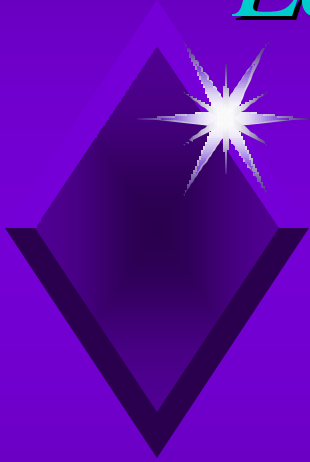
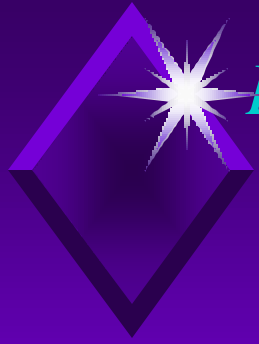


*Lessons Learned in Corporate
America...*

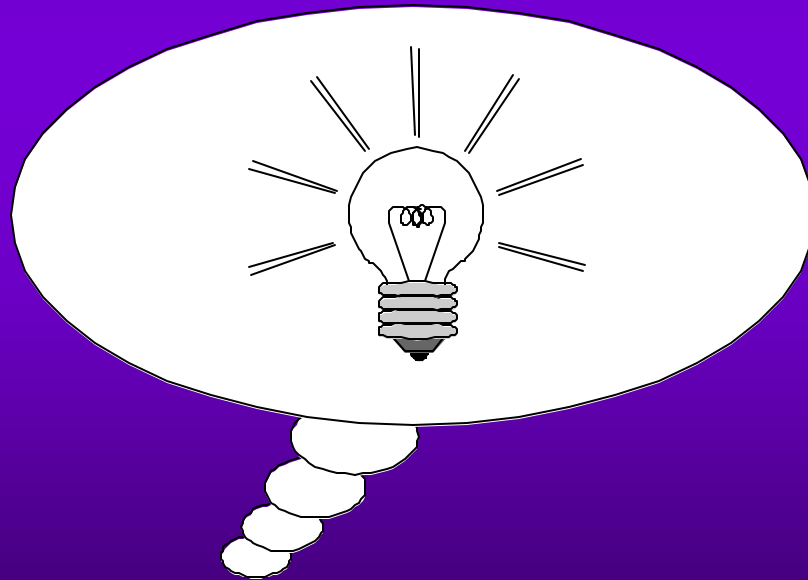
the Communication Audit





Lessons Learned in Corporate America... the Communication Audit

What is a communications audit?





*Lessons Learned in Corporate America...
the Communication Audit*

But First....

A Story





Lessons Learned in Corporate America... the Communication Audit

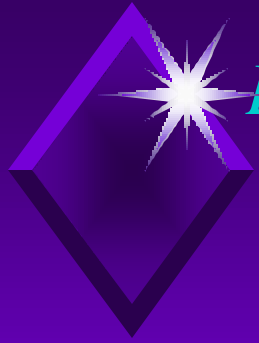
Defined in many places

- ◆ On-line references
- ◆ Communications companies
- ◆ PR Books

Take-away Todays Handouts

- ◆ List of references
- ◆ Two case studies
- ◆ PRSA tips and techniques

Method for Researching



Lessons Learned in Corporate America... the Communication Audit

Communications audits can... Provide research to

- ◆ Establish benchmarks
- ◆ Provide information for initial planning
- ◆ Test program ideas/ concepts
- ◆ Track how things are going
- ◆ Evaluate outputs/ outcomes
- ◆ Provide opportunities for promotion/ publicity

Measure Communications Effectiveness



What you might want to measure...

Levels of Communications

Level #1 -- How did we do in:

OUTPUTS

- Achieving audience reach
- Getting messages out

Level #2 -- How did we do in:

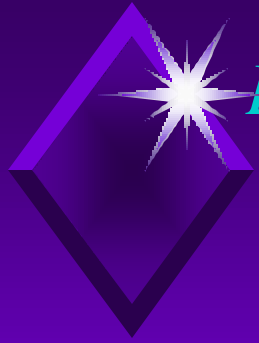
OUTGROWTHS

- Getting them to remember,
- Understand,
- To pay attention?

Level #3 -- How did we do in:

OUTCOMES

- Getting them to change their behavior,
- Their attitudes,
- Their opinions



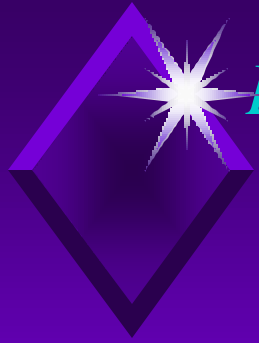
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Two Case Studies

Only the names have been changed!

**TOP
SECRET**

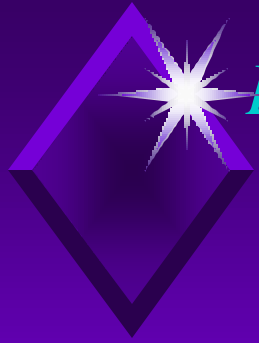


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Case Study 1

BBS International(BBS International)

- ◆ “Product philanthropy”
- ◆ Recently expanded -- internationally
 - ◆ A “growth” business



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Purpose:

Effectiveness of routine communications

Design and Content
Clarity/ Style

Awareness

Believability

Perceived cost
efficiency

Relevance

Parameters

Propensity
to Renew
Subscription



Lessons Learned in Corporate America **Postcards**
the Communication Audit

Materials Measured

Daily Bulletins

Quarterly Catalog

Monthly Catalog

PSAs

Weekly Catalog

Posters

Annual/

Flash Bulletins

Quarterly

Internet

Reports

Brochures

Analysis Methodology -- Team audit

Random interviews, competition “good ideas”



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Analysis/ Findings -- Charities

- ◆ *customer feedback*
- ◆ *ordering process*
- ◆ *duplication/ overly informative*
- ◆ *distribution difficulties*
- ◆ *streamline application and renewal process*



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Analysis/ Findings

Donor Companies

- ◆ *automate*
- ◆ *individualized solicitation*
- ◆ *supply and demand research*

Analysis/ Findings

Competition

- ◆ *tracking system/ lotteries*
- ◆ *simple materials, rolodex card*
- ◆ *features celebrity endorsements*



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the Communication Audit*

But First.....

Another Story!!

Sidney & Tillie

'So how do you like my nice stone?'



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Case Study 2 -- Drugs-R-Us

- ◆ Industry leader
- ◆ Company culture
- ◆ Committed to R&D
- ◆ Emphasis on marketing
- ◆ Independence and creativity encouraged



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Case Study 2 -- Drugs-R-Us

Purpose:
Determine effectiveness
of company internal communications

Design &
Content

Relevancy &
Usefulness

Employee
&
Leadership
interaction

Parameters

Strategic Focus,
Key Messages
& Themes

Cross-functional
Usage

Perceived cost
efficiency



*Lessons Learned in Corporate America...
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Materials Measured

Daily Bulletins

Awareness Campaigns

**Weekly
Newsletters**

Intranet

**Annual/
Quarterly
Reports**

Videos

Posters

Internet

Brochures

Analysis Methodology -- Team audit
Analysis of materials individually and collectively



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Analysis/ Findings -- Individual materials

- ◆ **Annual and quarterly reports** -- *Strongest focus on the management vision and direction*
- ◆ **Sales Force newsletter** -- *Periodic reader surveys*
- ◆ **Workforce newsletter**. *Key messages, No feedback*
- ◆ **Daily reports** -- *Effective summary lacks tie-in to relevance*
- ◆ **Tour video** -- *Informative but low-tech*
- ◆ **Awareness Campaigns** -- *Drugs-R-Us is “not just a job”*
- ◆ **Intranet** -- *innovative but confusing*



Lessons Learned in Corporate America... the Communication Audit

Analysis/ Findings -- Collective communications

- ◆ *Materials and design are of the highest quality*
- ◆ *Cost-efficiencies*
- ◆ *Reflect the premium on creativity*
- ◆ *Strategic focus -- encourages boldness, creativity*
- ◆ *Vision and priority of management missing*
- ◆ *Recognition of employees value*

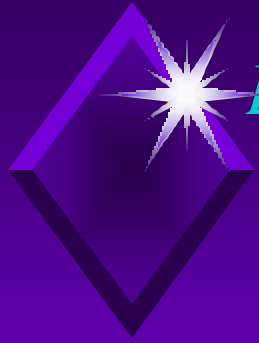


Lessons Learned in Corporate America... the Communication Audit

CONCLUSIONS

- ◆ Communication Audits may be as broad and as deep as the organizations demands
- ◆ Can measure effectiveness of programs for:
an organization/ a single department/ or a single program
- ◆ Can examine communications on a specific subject

SO... How can we apply this to what we do?



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the Communication Audit*

Practical Exercise

Team Audit

Individual Communications Materials Provided

Purpose Provided

Determine Parameters and analyze materials

Group Presentations - findings and recommendations

*Lessons Learned from Corporate
America...*

the Communication Audit





What you might want to measure...

Levels of Communications

Level #1 -- How did we do in:

OUTPUTS

- Achieving audience reach
- Getting messages out

Level #2 -- How did we do in:

OUTGROWTHS

- Getting them to remember,
- Understand,
- To pay attention?

Level #3 -- How did we do in:

OUTCOMES

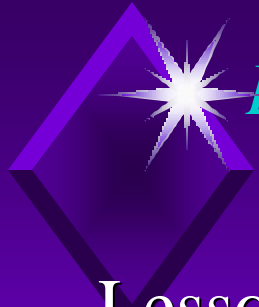
- Getting them to change their behavior,
- Their attitudes,
- Their opinions



Lessons Learned in Corporate America... the Communication Audit

Sample Parameters

- ◆ Design and content clarity
- ◆ Style
- ◆ Awareness
- ◆ Believability
- ◆ Relevance
- ◆ Usefulness
- ◆ Usefulness
- ◆ Strategic Focus
- ◆ Key messages
- ◆ Themes
- ◆ Information Gaps
- ◆ Employee and Leadership interaction
- ◆ Cross-functional usage



Lessons Learned in Corporate America... the Communication Audit

Lesson Plan

- ◆ 1500-1525 -- Presentation
- ◆ 1525-1530 -- Explain Practical Exercise/ divide group
- ◆ 1530-1550 -- Student work on practical exercise
- ◆ 1550-1600 -- Student presentation
- ◆ 1600-1610 -- Student presentation
- ◆ 1610-1620 -- Student presentation
- ◆ 1620-1630 -- Wrap-up



Lessons Learned in Corporate America... the Communication Audit

TWI Brochure

◆ **Background --**

Used as a handout to interest Army Public Affairs Officers, NCO's and Civilian professionals in applying for the Army Training with Industry program. The brochure is two years old and is now out of date as there have been changes to the program to include the addition of two NCO TWI programs.

◆ **Distribution --**

Direct mail-out by PERSCOM/ and as handouts by the Chief or Army Public Affairs, the Deputy, the SGM and other key Army PA leadership at DINFOS classes, other professional gatherings and on visits to the field.

◆ **Purpose (of the audit) --**

Determine effectiveness of brochure to interest potential candidates to apply for the program. Is there sufficient info to draw interest? What key messages or themes come across?



Lessons Learned in Corporate America... the Communication Audit

The Community Relations Brochure

◆ **Background --**

The brochure will be used as a handout to inform the Army's internal and external audiences about the community relations activities, and assets that the Army can make available to the public. There hasn't been a brochure about Community Relations before. The brochure will be a 5x8 horizontal threefold brochure in color with a glossy cover.

◆ **Distribution --**

Direct mail-out to Veteran Organizations, Public Organizations and individuals by request. It will also be used as a handout by the CPA, Deputy CPA, PA SGM and other key Army PA leadership at seminars, national events i.e. Veterans Day, professional schools and on visits to the field.

◆ **Purpose (of the audit) --**

Analyze brochure to determine its utility. What are the themes that are communicated. Do graphics, pictures and words support those themes? What are the critical information elements that should be included?



Lessons Learned in Corporate America... the Communication Audit

The Army Vision Pamphlet

◆ **Background --**

This brochure is to inform and educate about the Army vision, its scope, and implications. The Army vision was first articulated by the CSA in a speech before an audience of business and industry and military personnel in October 1999. This brochure was produced 2 months ago and is still being distributed. Primary audiences for this brochure are the internal Army, Congress, business and industry. Secondary are academia, and the media. Tertiary is the American public.

◆ **Distribution --** Method of distribution; As a handout at speeches, office visits, or other public meetings by Senior Army leaders.

◆ **Purpose (of the audit) --** Determine what the three key themes come through and whether the graphics and words help support those themes. What questions does the pamphlet leave unanswered that you believe should be included. What audiences might feel compelled to pick up the brochure and read it?